

City of Scottsdale
POLICE DEPARTMENT

Strategic Plan

FY 2004/05-2008/09



- EXCELLENCE
- INITIATIVE
- INTEGRITY

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Chief's Message



Alan G. Rodbell
Chief of Police

As Chief of Police, I am pleased to present you with the Scottsdale Police Department's 2004/05 to 2008/09 Strategic Plan. This is our second Strategic Plan, and it builds upon the many successes of our previous Strategic Plan. Our new plan includes most of what we had previously identified as priorities, but now also includes several new Strategies identified during our annual review and prioritization process.

Credit for our success belongs to the leadership demonstrated by the Police Department's management team (both sworn and civilian), as well as the work being accomplished by many members of our organization and citizens we have built partnerships with within the community.

We have enjoyed tremendous support from the Mayor, both City Councils, and the City Manager's office. It is with their support, and the support of the citizens of Scottsdale, that we have been able to launch many of our strategic priorities.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the City of Scottsdale.

Organizational Overview

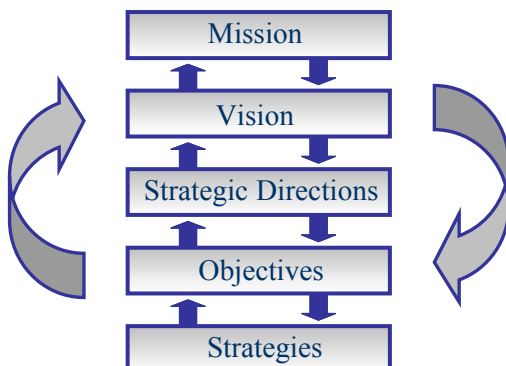
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 222,000 persons spread over an area of 185 square miles. The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity. The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, reflecting the commitment of the Department to constantly improve the quality of service provided to the citizens of Scottsdale.

Our Mission

"The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less."

Our Vision

"The Scottsdale Police Department is a professional organization with exemplary leadership and employees. We are known as a community that is safe and secure, and have reduced the fear of crime for all of our citizens and visitors. We have collaborative working partnerships with the community and City government. Our resources, including finances, technology and staffing levels, are aligned with our 5-year strategic directions."



DEFINITIONS

Mission

Is a statement of the general purpose of the organization.

Vision

Is an image of how the organization desires to operate in the future.

Strategic Directions

Are derived from the Department's Mission & Vision & are high-level statements of what the organization desires to achieve.

Objectives

Are derived from & support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.

Strategies

Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & are designed to produce measurable results.

Trends in Population, Workload & Anticipated Personnel

In developing this Strategic Plan, the Department conducted both an internal and external analysis to identify trends and factors that might possibly impact the successful implementation of the plan. This included a review of population trends, demographics, available resources, and level of demand for police services. During review, the following key trends and factors were identified:

- The population of Scottsdale will continue to increase.
- Calls for Service will continue to increase.
- The center of the population for the City will continue to move north.
- Implementation of the Strategic Plan will call for the addition of personnel as identified in the individual strategies.
- The addition of a new City Fire Department will require the formation of a collaborative partnership between the two agencies to ensure a strong proactive response and the most efficient delivery of emergency services.
- The City's revitalization efforts in the Downtown District will impact the Department's personnel needs and policing strategies over the next 5 years. The revitalization includes over 25 new mixed-use commercial, retail, and residential developments in the downtown area, with expected population growth of approximately 8,000 citizens by 2008/09.
- FY2004/05 positions adopted: 387 sworn, 244 civilian employees.
- FY2004/05 authorized Officers per 1,000 population: 1.72.
- FY2004/05 authorized civilian employees per 1,000 population: 1.08.

						Projected				
	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Population	204,680	211,280	215,320	218,940	222,880	226,430	230,270	234,110	237,950	241,790
Calls for Service	208,702	228,626	244,589	263,635	278,010	296,800	314,162	331,525	348,887	366,250

Note: Population data provided by the City of Scottsdale Community Planning Division (end of FY figures). Calls for Service data provided by Police Crime Analysis Unit.

Assumptions

This plan was developed under the assumption that it would be implemented under a somewhat stable environment. However, significant changes to the environment could impact successful implementation, which is based on the following key assumptions:

- District 1 includes the Downtown Business/Entertainment District, the Indian Bend Park System, and the most mature neighborhoods in the Community. The City's revitalization efforts will lead to residential and commercial growth in District 1 over the next 5 years.
- District 2 includes a combination of mature neighborhoods and newer developments, and will experience minimal expansion.
- District 3 includes the Scottsdale Airpark, the fastest growing and one of the three largest employment centers in the metropolitan area.
- District 3 encompasses large planned developments, 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts.
- Revised F.B.I. and Department of Homeland Security policies will require increased encryption and enhanced internal security of Department systems.
- The State Department of Public Safety will migrate to an improved version of the Automated Fingerprint Identification System, requiring the Department to migrate as well.
- The Arizona Criminal Justice Technical Committee will be establishing a policy that data communications between criminal justice agencies comply with the new Justice XML standards, requiring Scottsdale to reprogram existing systems.
- City revenue will hold or marginally change.

The Planning Process

The Strategic Planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a 5-Year “Roadmap” that steers the Department and promotes effective resource allocation and budget planning. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2004 Strategic Plan update process involved a 1-day retreat with 30 attendees representing Police Command Staff, Lieutenants, Civilian Managers, and the City’s Homeland Security and Emergency Services Offices. The primary focus of the retreat was to review the Department’s progress during the past year, and update the existing 5-Year Strategic Plan for continuation into the new fiscal year and beyond. The process involved a review of key inputs, a review of the existing plan, brainstorming to identify additional strategies, modification of existing strategies, and prioritization of strategic issues.

Review of Inputs

Attendees at the annual update retreat were guided through the review of several key inputs. The review included discussion of:

- Key accomplishments & Strategies completed last fiscal year
- Adjustments made to the Strategic Plan last fiscal year
- Available resources & current Strategy Leader assignments
- Expected completion dates of continuing Strategies
- Expected start dates of Strategies scheduled to start the current fiscal year
- Approved & pending Police Capital Improvement Projects
- Police Department budget, and
- Trends & assumptions.

Attendees were encouraged to reflect upon and consider these inputs while reviewing and making adjustments to the Strategic Plan throughout the retreat.

Review & Update of Existing Strategic Plan

Following the facilitated review of key inputs, attendees focused on the review and update of the existing Strategic Plan. A review of the Department's Vision and Mission statements confirmed that the Department is still committed to those statements. Attendees also reaffirmed the Department's commitment to the 6 Strategic Directions and 16 supporting Objectives developed during last year's strategic planning process.

With consensus on the Department's overall goals and objectives, attendees moved on to brainstorm and discuss new Strategies for inclusion in the Strategic Plan. The process resulted in the development of 34 new Strategies focused on crime prevention, downtown policing efforts, community outreach, City revitalization, facility enhancement, assimilation of the new City Fire Department, and employee development. Shortly after the annual update retreat, the Department hosted a Hispanic Community Forum as part of an active community outreach Strategy. The Forum resulted in the development of 5 additional Strategies. The 39 newly identified Strategies were evaluated, refined and then linked to Strategic Plan Objectives.

In addition to the development of new Strategies, the process allowed for proposal and concurrence on various other modifications to previously existing Strategies in the 5-Year Strategic Plan. The modifications included Strategy title changes, Strategy Leader assignments, expected Strategy start and end dates, and Strategy definition changes.

Prioritization

After aggregation of the new and existing Strategies, the combined list of strategic issues was prioritized by the Chief of Police and top staff. Strategic issues were evaluated to determine funding requirements and funding status, and then positioned on a 5-year calendar. Strategies scheduled to begin during the first fiscal year of the plan were positioned by Quarter and linked with measures of success and implementation responsibility.

Implementation & Evaluation

Sponsorship & Accountability

The Department's top staff is committed to the successful implementation of the Strategic Plan. The Chief of Police, Deputy Chief's and Commanders take personal responsibility for the Strategic Plan Objectives. As "Sponsors", they work together as a team to assign Strategy Leaders and balance resources as the Department moves forward with the Plan.

Strategic Plan Review, Tracking & Measurement

Progress toward the Strategic Plan is reviewed and tracked using an internal tool that is updated by Strategy Leaders on a monthly basis. The tracking tool contains detailed information about Department Objectives, Strategies, measures of success, timelines, accountability and issues. The internal tracking tool is used to produce reports that are reviewed by the Chief of Police and top staff at monthly status update meetings. The monthly meetings provide a forum for discussion and brainstorming if a Sponsor or Strategy Leader indicates they need resolution of issues or resource assistance to keep the Strategy "on-schedule".

In addition to the monthly update process, the tracking tool is used for the generation of Quarterly Progress Reports that highlight "Key Accomplishments" during each Quarter. These reports are reviewed at Quarterly management meetings, and are distributed department-wide via the "Police-line" newsletter.

Annual Review & Update of the 5-Year Plan

The 5-Year Strategic Plan is reviewed and updated on an annual basis, prior to the City's annual budget review cycle. The Department's overall Objectives and 5-year Strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A revised 5-Year Plan is created each fiscal year based upon the outcome of the Department's review and revision of the 5-Year Plan. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, Capital Improvement Project (CIP) development, and equipment and personnel planning.

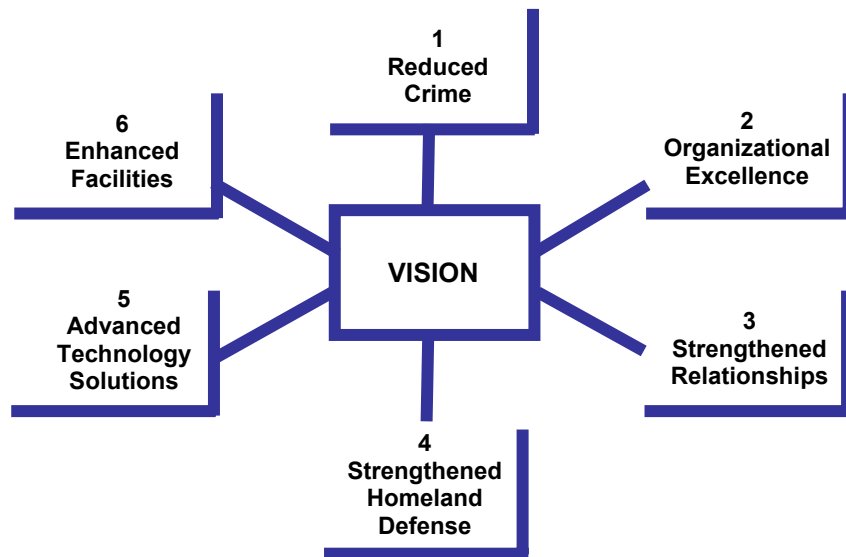
Annual Performance Report

An Annual Performance Report is prepared each fiscal year and is published to the Department's website to provide public access. The report provides a progress and status report for each Strategy initiated that fiscal year. The report is available for download from the City's website at <http://www.scottsdaleaz.gov/>.

Strategic Directions & Objectives

The primary focus of the 5-Year Strategic Plan is to improve service delivery to the Citizens of Scottsdale. The following chart summarizes the 6 Strategic Directions, or priorities, that the Department will focus on over the next 5 years. Below the chart are the supporting Objectives for each of the Strategic Directions.

Strategic Directions



Strategic Objectives

1. Reduced Crime	4. Strengthened Homeland Defense
1.1 Enhance Crime Prevention Initiatives	4.1 Promote Prevention, Mitigation & Security Initiatives
1.2 Enhance Enforcement Initiatives	4.2 Strengthen Readiness & Recovery Protocols
2. Organizational Excellence	5. Advanced Technology Solutions
2.1 Develop Exemplary Leadership	5.1 Advance Integration Capabilities
2.2 Develop Employees	5.2 Advance Communications Technology
2.3 Develop the Organization	5.3 Advance Technology Support & Infrastructure
3. Strengthened Relationships	6. Enhanced Facilities
3.1 Strengthen Intra-Governmental Relations	6.1 Develop New Facilities
3.2 Strengthen Internal & External Communications	6.2 Reallocate & Enhance Existing Facilities
3.3 Strengthen Community Relations	6.3 Enhance Facility Support & Administration

Strategic Direction 1

Reduced Crime

Objective 1.1

Enhance Crime Prevention Initiatives

“Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community.”

- Deputy Chief John Cocca

Objective 1.2

Enhance Enforcement Initiatives

“In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility.”

- Deputy Chief John Cocca

Year 1 Strategy Leaders:

- Paul Bentley, Mgr.
- Craig Chrzanowski, Lt.
- Tom Henny, Lt.
- Frank O'Halloran, Lt.

1. Reduced Crime

Objective 1.1 Enhance Crime Prevention Initiatives

Responsibility:
Deputy Chief
John Cocca

Strategies		Year	Funding Status
1.1.1	Develop & implement a juvenile delinquency prevention initiative for school-aged children.	1*	ER
1.1.2	Review & revise Crime Analysis Unit products.	1	NF
1.1.3	Evaluate & enhance the current Crime Trends process.	1	ER
1.1.4	Review & enhance the Crime Prevention Officer role & function.	1	ER
1.1.5	Resurrect the "Lock 'Em Out" security improvement program.	2	NF

*Strategy is continuing from previous FY.

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Objective 1.2

Enhance Enforcement Initiatives

Responsibility:
Deputy Chief
John Cocca

Strategies		Year	Funding Status
1.2.1	Develop a downtown policing plan.	1	PST
1.2.2	Establish an additional Traffic Squad to address community needs.	1	PST
1.2.3	Develop a Computer Crimes Investigation Unit.	1	PST
1.2.4	Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.	2	NF
1.2.5	Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.	2	NF
1.2.6	Provide Public Safety service to urban Parks & Preserve.	2	PST
1.2.7	Establish a Bike Unit in District 2 using Officers on Squads on a rotating basis.	3	NF
1.2.8	Establish an Air-Support Unit.	3	CIP
1.2.9	Enhance law enforcement capabilities dedicated to the airport.	3	NF
1.2.10	Increase community traffic safety by adding a District 3 Traffic Squad & 2 commercial vehicle inspectors.	4	NF
1.2.11	Implement an effective warrant process.	4	NF
1.2.12	Establish a youth services section to centralize youth intervention & enforcement efforts.	4	NF
1.2.13	Establish a Bike Unit in District 3 using Officers on Squads on a rotating basis.	5	NF
1.2.14	Expand tactical response & warrant service capabilities.	5	NF

Strategic Direction 2

Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

“LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well.”

- Chief Alan G. Rodbell

Objective 2.2

Develop Employees

“The Development of our most prized key assets ‘ Our Employees ’ is one of the top priorities of the Scottsdale Police Department Strategic Plan. Providing our employees with opportunities to grow professionally as well as personally will ensure that the citizens of Scottsdale receive the best quality service available for years to come.

-Deputy Chief Raymond Schultz

Objective 2.3

Develop the Organization

“The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale.” **- Commander Dave Marshall**

Year 1 Strategy Leaders:

- | | | | |
|-------------------------|------------------------|-------------------------|------------------------|
| • Ernie Anderson, Lt. | • Tom Dworzanski, Mgr. | • Frank O'Halloran, Lt. | • Jeff Smythe, Lt. |
| • Paul Bentley, Mgr. | • Steve Garrett, Mgr. | • Glen Olson, Mgr. | • Mike Stauffer, Lt. |
| • Johnny Cervantes, Lt. | • Steve Gesell, Lt. | • Scott Popp, Lt. | • Jimmy Wasson, Sgt. |
| • Pat Conner, Lt. | • Tony Gibson, Lt. | • Cynthia Sawyer, Mgr. | • Steve Yturralde, Lt. |
| • Will Davis, Mgr. | • Marcy Miller, Lt. | • Raymond Schultz, DC | |

2. Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

Responsibility:
Commander
Bill Wilton

Strategies		Year	Funding Status
2.1.1	Include Department Strategic Action Plan goals & assignments as a component of performance evaluations.	1	ER
2.1.2	Assess the feasibility of using 360 interview information for promotion.	1	ER
2.1.3	Develop a program to address leadership training needs.	1*	NF
2.1.4	Train management to provide career counseling to employees.	1	ER
2.1.5	Provide early intervention behavior identification training to management.	2	ER
2.1.6	Develop an Executive Development Program for middle level management.	2	ER/NF
2.1.7	Evaluate & enhance diversity & cultural awareness training programs for management.	2	ER

*Strategy is continuing from previous FY.

Legend

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Objective 2.2

Develop Employees

Responsibility:
Deputy Chief
Raymond Schultz

Strategies		Funding Year	Status
2.2.1	Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	1*	ER
2.2.2	Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	1*	OP
2.2.3	Assess & enhance the Department's Transitional Duty Officer program & process.	1	ER
2.2.4	Evaluate & update the Department's hiring practices.	1	ER
2.2.5	Evaluate & improve Department's training technology for employee development.	1	NF
2.2.6	Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.	1	ER
2.2.7	Reduce employee turnover.	1	ER
2.2.8	Identify training needs for all employees that would assist in employee growth.	1	OP
2.2.9	Evaluate & enhance the Master Police Officer (MPO) Program.	1	ER
2.2.10	Develop a Spanish language Public Information Officer (PIO) Program.	1	ER
2.2.11	Evaluate & enhance the Spanish Translator Program.	1	ER
2.2.12	Determine the need for creating a civilian training manager position.	2	OP
2.2.13	Determine the need for increasing full-time training staff for sworn personnel.	2	ER/NF
2.2.14	Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.	2	ER
2.2.15	Determine need for sworn training squad to do actual training. Determine need for a "backfill" squad to replace the squad who is receiving training.	2	OP
2.2.16	Evaluate & enhance diversity & cultural awareness training programs for line employees.	2	ER
2.2.17	Complete study of special assignment rotation policy for Supervisors.	4	ER

*Strategy is continuing from previous FY.

Objective 2.3

Develop the Organization

Responsibility:
Commander
Dave Marshall

Strategies		Year	Funding Status
2.3.1	Determine the support personnel needs within the Department & develop a three-year plan to achieve those needs.	1	ER
2.3.2	Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.	1*	ER
2.3.3	Develop sworn & civilian staffing allocation model to address span of control & workload issues.	1*	OP
2.3.4	Conduct a department-wide General Order assessment & system redesign.	1*	ER/NF
2.3.5	Establish a process to measure the number of Spanish calls for service.	1	ER
2.3.6	Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	1*	ER
2.3.7	Assess the Police Department's current award & recognition system, & revise it if necessary.	1	NF
2.3.8	Strengthen the volunteer program by acquisition of full-time Volunteer Program & Explorer Program Manager.	2	NF
2.3.9	Establish a grant-writer position to seek grants & donations.	2	NF
2.3.10	Establish a department-wide project tracking & analysis process.	2	NF
2.3.11	Evaluate & enhance the Internal Affairs process.	2	NF
2.3.12	Develop/improve 911/Communications protocol.	2	ER
2.3.13	Establish funding for pipeline positions (stairstep).	2	NF
2.3.14	Staff each District & Division with secretarial support.	3	NF
2.3.15	Create an Internal Audit Unit.	4	NF

Strategic Direction 3

Strengthened Relationships

Objective 3.1

Strengthen Intra-Governmental Relations

"The purpose and importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments and the city council in order to enhance understanding and promote cooperation for the purpose of achieving department goals and objectives."

- Commander Barry Vassall

Objective 3.2

Strengthen Internal / External Communications

"Effective communication, both internally and externally, is the foundation for all of the department's programs, goals, and objectives. The department is committed to developing and maintaining meaningful lines of communication within the police department, the larger City organization, and with the community we serve."

- Cmdr. Mike Rosenberger

Objective 3.3

Strengthen Community Relations

"One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service."

- Commander Sean Duggan

Year 1 Strategy Leaders:

- | | | | |
|-------------------------|-----------------------|------------------------|------------------------|
| • Mike Anderson, Lt. | • Steve Garrett, Mgr. | • Marcy Miller, Lt. | • Matt Roadifer, Lt. |
| • Johnny Cervantes, Lt. | • Tony Markos, Lt. | • Todd Muilenberg, Lt. | • Barry Vassall, Cmdr. |

3. Strengthened Relationships

Objective 3.1

Strengthen Intra-Governmental Relations

Responsibility:
Commander
Barry Vassall

Strategies		Year	Funding Status
3.1.1	Increase Police Department integration in neighborhood revitalization process.	1	PST/ER
3.1.2	Develop a process for educating employees about the process of other City Departments & City Council.	1	ER
3.1.3	Establish shared initiatives with the new City Fire Department.	1	ER
3.1.4	Collaborate with other City Departments to create shared vision & mission.	2	ER
3.1.5	Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.	3	ER

Objective 3.2

Strengthen Internal & External Communications

Responsibility:
Commander
Mike Rosenberger

Strategies		Year	Funding Status
3.2.1	Develop an effective communications process for Police Department operations.	1*	ER
3.2.2	Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.	1	NF
3.2.3	Establish a marketing campaign targeting the Hispanic community.	2	ER

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Objective 3.3

Strengthen Community Relations

Responsibility:
Commander
Sean Duggan

Strategies		Funding Year	Funding Status
3.3.1	Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	1*	ER
3.3.2	Expand the Explorer program & enhance leadership support of the program.	1*	ER
3.3.3	Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	1*	ER
3.3.4	Create & maintain community outreach programs with targeted populations.	1	ER

*Strategy is continuing from previous FY.

Strategic Direction 4

Strengthened Homeland Defense

“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters.”

- **Cmdr. Burl Haenel**

Objective 4.1

Promote Prevention, Mitigation, & Security Initiatives

Objective 4.2

Strengthen Readiness & Recovery Protocols

Year 1 Strategy Leaders:

- Pat Conner, Lt.
- Marc Eisen, Dir.
- Dan Porter, Coord.
- Matt Roadifer, Lt.

4. Strengthened Homeland Defense

Objective 4.1

Promote Prevention, Mitigation, & Security Initiatives

Responsibility:
Commander
Burl Haenel

Strategies

		Year	Funding Status
4.1.1	Develop policies, protocols & equipment standards to implement security improvements to City facilities.	1*	PST/ ER

Objective 4.2

Strengthen Readiness & Recovery Protocols

Responsibility:
Commander
Burl Haenel

Strategies

		Year	Funding Status
4.2.1	Test emergency/recovery protocols & develop Citywide business recovery plans.	1*	NF
4.2.2	Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	1*	GR
4.2.3	Enhance ability to respond to weapons of mass destruction events (Explosive Ordinance Device Unit).	2	CIP
4.2.4	Develop a mobile command center as the platform for incident control.	2	NF

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Strategic Direction 5

Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

Objective 5.2

Advance Communications Technology

Objective 5.3

Advance Technology Support & Infrastructure

“Technology is cornerstone and a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools and new ways of effectively doing our work, and enhanced means of providing communication links and networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

- Director Helen Gandara-Zavala

Year 1 Strategy Leaders:

- Joe Hindman, Dir.
- Steve Garrett, Mgr.
- Tom Melton, Mgr.

5. Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

Responsibility:
Director
Helen Gandara-Zavala

Strategies	Year	Funding Status
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	1*	CIP
5.1.2 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	1	CIP
5.1.3 Improve automated information sharing with other Criminal Justice agencies.	2	CIP
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.	2	CIP

*Strategy is continuing from previous FY.

Legend

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Objective 5.2

Advance Communications Technology

Responsibility:
Director
Helen Gandara-Zavala

Strategies		Year	Funding Status
5.2.1	Identify alternative mobile devices for data communications.	1	CIP
5.2.2	Conduct refresher radio training for all employees who use radios.	1*	ER
5.2.3	Acquire new radio system.	2	CIP
5.2.4	Conduct radio-engineering study.	2	ER
5.2.5	Develop a plan to increase radio frequencies when 700 Mhz is made available by the FCC.	2	NF
5.2.6	Implement radio-engineering study results.	2	CIP

Objective 5.3

Advance Technology Support & Infrastructure

Responsibility:
Director
Helen Gandara-Zavala

Strategies		Year	Funding Status
5.3.1	Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.	1*	ER
5.3.2	Ensure back up of all mission-critical job functions.	1*	ER
5.3.3	Implement a five-year cyclic plan for the replacement of existing crime lab equipment & instrumentation.	1	CIP
5.3.4	Improve Department web capabilities.	1*	ER
5.3.5	Assess technology staff resources as driven by project needs.	2	ER

*Strategy is continuing from previous FY.

Strategic Direction 6

Enhanced Facilities

Objective 6.1

Develop New Facilities

Objective 6.2

Reallocate & Enhance Existing Facilities

Objective 6.3

Enhance Facility Support & Administration

“Our facilities assist in the promotion of professional public safety service delivery and are therefore vital to our growing organization. Adequate and well-planned facilities ensure the effective and efficient delivery of public safety services to our community”. - **Cmdr. Burl Haenel**

Year 1 Strategy Leaders:

• Marc Eisen, Dir.

• Tom Henny, Lt.

• Scott Popp, Lt.

6. Enhanced Facilities

Objective 6.1 Develop New Facilities

Responsibility:
Commander
Burl Haenel

Strategies		Year	Funding Status
6.1.1	Identify, plan & implement a facility for the Downtown District.	1	PST
6.1.2	Plan, design & construct District 1 facility.	1	CIP
6.1.3	Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	1*	CIP
6.1.4	Plan, design & construct a Police & Fire Headquarters facility.	1	CIP
6.1.5	Plan, design & construct the expanded Police & Fire Training facility.	1	CIP
6.1.6	Replace Mounted Unit facility.	1	CIP
6.1.7	Plan, design & construct the District 4 facility.	2	NF

*Strategy is continuing from previous FY.

Legend

Year	Funding Status
1= FY 2004/05	NF = Not Funded
2= FY 2005/06	OP = Operating
3= FY 2006/07	CIP = Capital Improvement Project
4= FY 2007/08	PST= Public Safety Tax
5= FY 2008/09	GR = Grant
	ER = Existing Resources

Objective 6.2**Reallocate & Enhance Existing Facilities**

Responsibility:
Commander
Burl Haenel

Strategies	Year	Funding Status
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	1	**
6.2.2 Expand District 3 covered parking & locker facilities.	1*	CIP
6.2.3 Consolidate jail facilities.	4	NF
6.2.4 Remodel District 2 Communications Center & Basement floor.	2	CIP
6.2.5 Vacate & relocate Police personnel from the Himovitz building.	4	CIP

*Strategy is continuing from previous FY.

**Funded by City Council special action and State Homeland Security funds.

Responsibility:
Commander
Burl Haenel

Objective 6.3**Enhance Facility Support & Administration**

Strategies	Year	Funding Status
6.3.2 Hire Police Facility Manager for construction & maintenance coordination.	2	NF

Year 1 - Measures of Success

FY 2004/05

Objective 1.1

Enhance Crime Prevention Initiatives

1.1.1 Develop & implement a juvenile delinquency prevention initiative program for school-aged children.

Strategy Definition

Develop & implement a replacement alternative to the DARE program following its dissolution. Implement an initiative for grade school aged students that reduces drug & alcohol abuse, teaches respect for others, develops courage & ways to reduce stressors, while providing positive conflict resolution & role modeling. The initiative will include community stakeholders such as qualified parents, health care professionals, teachers, law enforcement personnel, & youth counselors. It will include three stages: development, implementation, & instructional.

Measure of Success

A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) & Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug & alcohol use.

**Initiation
Date**

09/2003

**Target
Date**

08/2005

Responsibility

Lt. Frank O'Halloran

1.1.2 Review & revise Crime Analysis Unit products.

Strategy Definition

The focus of this strategy is to evaluate & update Crime Analysis Unit current products & establish new products based on the need within the organization (Patrol, Investigations, Command Staff) & outside of the organization (Citizens).

Measure of Success

Completed internal & external audit of current Crime Analysis Unit products. Completed evaluation of current products resulting in updates, continuation of products "as is", or discontinuation of products. Through internal & external audits the development & implementation of new products as needed. An established continual feedback process to evaluate products.

**Initiation
Date**

09/2004

**Target
Date**

10/2005

Responsibility

Mgr. Paul Bentley

1.1.3 Evaluate & enhance the current Crime Trends process.

Strategy Definition

Evaluate the Crime Trends Process to determine if it is effectively facilitating the reduction of crime, utilizing accurate, timely intelligence communicated to all; rapid deployment, which is synchronized & focused; effective tactics & relentless follow-up & assessment.

Measure of Success

Completed evaluation of the Crime Trends process determining the strengths & weaknesses of the program. Development of recommendations for strengthening & streamlining the process.

**Initiation
Date**

01/2005

**Target
Date**

07/2005

Responsibility

Lt. Craig Chrzanowski

Year 1 – Measures of Success

1.1.4 Review & enhance the Crime Prevention Officer role & function.

Strategy Definition

Develop & maintain citywide crime prevention efforts with targeted populations. This will be achieved by identifying key personnel, determining best practices, providing crime prevention training, assigning targeted crime prevention efforts to district commanders.

Measure of Success

This strategy will be completed when we identify, train & utilize supplemental crime prevention officers to provide crime prevention programs to targeted populations.

**Initiation
Date**

04/2005

**Target
Date**

04/2006

Responsibility

TBA

Objective 1.2

Enhance Enforcement Initiatives

1.2.1 Develop a Downtown Policing plan.

Strategy Definition

Develop & maintain a downtown-policing plan, in which proactive policing efforts & community partnerships will create both a communicative & safe environment. This will be achieved by addressing the needs of merchants, entertainment establishments, residents, & tourists & by continuing to take part in the City of Scottsdale's revitalization efforts.

Measure of Success

Communication will flow through a defined point of contact, which will enable focused resources to address the issues. Feedback consisting of statistical data, as well as attending on-going association meetings & continuing community partnerships during revitalization will ultimately be a measuring tool for success.

**Initiation
Date**

10/2004

**Target
Date**

03/2006

Responsibility

Lt. Tom Henny

1.2.2 Establish an Additional Traffic Squad to address community needs.

Strategy Definition

This strategy will add a second traffic squad to the Traffic Enforcement Section. It will staff, house & equip the squad.

Measure of Success

A traffic squad in addition to the current traffic squad will be staffed with a sergeant & officers & will be operational.

**Initiation
Date**

01/2005

**Target
Date**

01/2006

Responsibility

Lt. Frank O'Halloran

1.2.3 Develop a Computer Crimes Investigation Unit.

Strategy Definition

Staff, equip & train a Computer Crimes Unit which will be assigned to the Crimes Against Property Section. This unit will be responsible for the investigation of computer related crimes.

Measure of Success

The Computer Crimes Unit is operational, staffed with a supervisor & detectives & available to work on mission-specific violations & investigations.

Initiation Date

04/2005

Target Date

04/2006

Responsibility

Lt. Craig Chrzanowski

Objective 2.1

Develop Exemplary Leadership

2.1.1 Include Department Strategic Action Plan goals & assignments as a component of performance evaluations.

Strategy Definition

This strategy will determine how to get the progress of the strategies assigned to employees documented in their performance evaluations.

Measure of Success

Participation & progress made on Strategic Initiatives will be incorporated as part of the Lieutenant/Civilian Manager Evaluations.

Initiation Date

10/2004

Target Date

03/2005

Responsibility

Lt. Scott Popp

2.1.2 Assess the feasibility of using 360 interview information for promotion.

Strategy Definition

This strategy will address the necessity &/or benefit of using 360 interviews or a similar product as part of the promotion process for all promotions through the level of Commander & the civilian equivalent.

Measure of Success

360 interviews or a similar product will be implemented as part of the promotion process or will have been determined to not be necessary or of benefit.

Initiation Date

10/2004

Target Date

10/2005

Responsibility

Lt. Steve Gesell

Year 1 – Measures of Success

2.1.3 Develop a program to address leadership training needs.

Strategy Definition

This strategy will address the need for leadership training utilizing a needs assessment that will be the basis for creating a development road map for sworn & non-sworn supervisors & above. Training vendors will also be identified.

Measure of Success

Training class critiques; Survey to all supervisors & above on satisfaction of training needs.

**Initiation
Date**

04/2004

**Target
Date**

10/2005

Responsibility

Lt. Jeff Smythe

2.1.4 Train management to provide career counseling to employees.

Strategy Definition

Every supervisor will possess the ability to have constructive dialogue with his or her employees about career paths & opportunities in our organization.

Measure of Success

Supervisors will feel comfortable having dialogue about career paths with employees. Employees who are interested in information about career paths will have their needs met by their supervisor.

**Initiation
Date**

04/2005

**Target
Date**

09/2005

Responsibility

Lt. Frank O'Halloran

Objective 2.2 Develop Employees

2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.

Strategy Definition

Define core competencies for line employees, create development roadmaps that will enhance career mobility, identify training & will enable supervisors to identify training needs.

Measure of Success

Established roadmaps for each identified line-level career mobility track. Clear identification of competencies & training required for success in the identified career tracks. Supervisors able to identify individual training needs to accomplish stated career goals. Training opportunities linked to specific competencies & skills. Verification through a survey to career track supervisors/commanders.

Initiation Date

10/2003

Target Date

03/2005

Responsibility

Lt. Mike Stauffer &
Sgt. Jimmy Wasson

2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.

Strategy Definition

This strategy will target Patrol, Records & Communications service providers (all ranks) & establish expectations & critical service practice methods for increased customer service. Every identified service provider will receive training. It will develop a base line tracking mechanism for citizen complaints regarding professional demeanor.

Measure of Success

Completion of customer service training; Decreased citizen complaints related to attitude & lack of professional demeanor; Improved citizen satisfaction during LT & management quarterly inspections; Increased citizen praise & reduced complaints received via PD website & citizen survey. Completion of training.

Initiation Date

10/2003

Target Date

03/2005

Responsibility

Lt. Tony Gibson
Mgr. Tom Dworzanski

2.2.3 Assess & enhance the Department's Transitional Duty Officer program & process.

Strategy Definition

To better track & utilize personnel who have been injured as the result of an "in the line of duty" injury & to fairly & equitably apply transitional duty opportunities to probationary employees as well as employees who have been injured off-duty.

Measure of Success

Creation of a consistent policy to be followed for the use of transitional duty employees differentiating between on-duty, off-duty & probationary employees.

Initiation Date

10/2004

Target Date

06/2005

Responsibility

Deputy Chief
Raymond Schultz

Year 1 – Measures of Success

2.2.4 Evaluate & update the Department's hiring practices.

Strategy Definition

This strategy will consist of a comprehensive review of the hiring processes utilized in the hiring of both sworn & civilian positions. Outdated processes will be modified &/or eliminated while new, more efficient processes will be identified, evaluated & where practical, implemented.

Measure of Success

Establishment of a process that allows viable applicants to pass all areas of the selection process, remain in the overall process longer, & result in the creation of a larger applicant pool.

Initiation Date

10/2004

Target Date

06/2005

Responsibility

Mgr. Cynthia Sawyer

2.2.5 Evaluate & improve the Department's training technology for employee development.

Strategy Definition

This strategy will explore the efficiency & possible expanded use of technology in providing on-going training as well as the dissemination of timely information to members of the SPD, City Staff & the Community.

Measure of Success

The identification of additional methods of information sharing & non-traditional training. The use of these new methods/technologies.

Initiation Date

10/2004

Target Date

09/2005

Responsibility

Sgt. Jimmy Wasson

2.2.6 Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.

Strategy Definition

Perform a complete & comprehensive review of the current promotional process to determine if the process requires an update. To include a review of prerequisites, list/eligibility time lines & pre/post promotion training requirements (skill building workshops).

Measure of Success

An assessment of the current process along with suggestions for revision being presented to top staff for consideration & possible implementation.

Initiation Date

01/2005

Target Date

09/2005

Responsibility

Lt. Marcy Miller & Sgt. Larry Marmie

Year 1 – Measures of Success

2.2.7 Reduce employee turnover.

Strategy Definition

This strategy will identify areas of the department that are experiencing higher than expected employee turnover. Identify root causes & recommend solutions.

Measure of Success

Identify & verify areas where higher than normal employee turnover is occurring. Determine & mitigate root causes. Reduce vacancies.

Initiation Date

01/2005

Target Date

12/2005

Responsibility

Lt. Marcy Miller & Mgr.
Cynthia Sawyer

2.2.8 Identify training needs for all employees that would assist in employee growth.

Strategy Definition

Utilize information obtained in strategy 2.2.1 to identify training needs beyond the entry level. Includes maintenance of effort requirements & supervisory requirements, & linking "career roadmaps" to individual employees.

Measure of Success

Identified specific training needs based on assignment, beyond entry level assignment. Identified training outside of the SPD necessary to maintain & expand proficiency.

Initiation Date

04/2005

Target Date

03/2006

Responsibility

Lt. Mike Stauffer & Sgt.
Jimmy Wasson

2.2.9 Evaluate & enhance the Master Police Officer (MPO) program.

Strategy Definition

This Strategy will conduct a comprehensive assessment of the current MPO program to determine if the program is still providing for a non-supervisory career path. Strategies will be developed to get the MPO Program back on course, if necessary.

Measure of Success

Identify improvements to the MPO program so the MPO program is recognized as being a true career development component. Allow for the expansion of the MPO program, duties & responsibilities.

Initiation Date

04/2005

Target Date

10/2005

Responsibility

Lt. Marcy Miller

Year 1 – Measures of Success

2.2.10 Develop a Spanish language Public Information Officer (PIO) Program.

Strategy Definition

This Strategy will develop & implement a program where Spanish-speaking employees will be trained in Public Information Officer (PIO) duties & then utilized as spokespersons (Assistant PIO's) for the Department when requested by or necessary for Spanish-speaking media outlets.

Measure of Success

This Strategy will be completed when the Department has identified, trained & utilized assistant PIO's who possess bi-lingual capabilities.

**Initiation
Date**

04/2005

**Target
Date**

10/2005

Responsibility

PIO Sgt.

2.2.11 Evaluate & enhance the Spanish Translator Program.

Strategy Definition

This strategy will conduct a comprehensive assessment of the current translator program & determine how useful the program is; how it is being utilized & what can be done to improve the efficiency & effectiveness of the program.

Measure of Success

The current translator program has been thoroughly assessed & the usefulness has been verified through a quantitative analysis. The program has identified & implemented a process to identify new translators. Designed & implemented a plan/process to conduct additional outreach to both internal & external customers of the translator program.

**Initiation
Date**

04/2005

**Target
Date**

04/2006

Responsibility

Lt. Johnny Cervantes

Objective 2.3

Develop the Organization

2.3.1 Determine the support personnel needs within the Department & develop a three-year hiring plan to achieve those needs.

Strategy Definition

Determine the support personnel needs of the Department to maintain current levels of service & implement a three-year hiring plan to meet those needs.

Measure of Success

Support Staffing needs identified & a three-year hiring plan implemented by the Department to achieve the identified needs.

**Initiation
Date**

07/2004

**Target
Date**

01/2005

Responsibility

Mgr. Steve Garrett

Year 1 – Measures of Success

2.3.2 Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.

Strategy Definition

Research, identify, recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.

Measure of Success

Completion of research study. Completion of recommendation report.
Implementation of recommended best practices.

Initiation Date

07/2004

Target Date

07/2005

Responsibility

Mgr. Glen Olson

2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.

Strategy Definition

This strategy is the design of sworn & civilian staffing allocation models to address span of control & workload issues. It is understood that this strategy's deliverables will include multiple models due to the vast differences in work functions throughout the Department. The initial scope of this strategy is to complete the Police Allocation contract with Northwestern University, which covers Patrol, Investigations, Traffic, Detention, Records & Analysis, & Communications. Outside of this contract, the scope will include Special Services Unit & Forensic Services Division.

Measure of Success

Personnel allocation models have been created for the above listed work areas in which managers are able to identify accurate personnel needs. Based on this information, managers are able to provide appropriate funding requests for additional personnel. As a result of these formal models, the Department is successful through the budget process in acquiring needed personnel.

Initiation Date

01/2004

Target Date

01/2005

Responsibility

Mgr. Paul Bentley

2.3.4 Conduct a department-wide General Order assessment & system redesign.

Strategy Definition

This strategy is to assess & redesign the process, content, format, & structure of the Department General Orders system. To eliminate obsolete policy, improve readability, increase usability as a reference, & provide for timely review & update.

Measure of Success

Creation of new General Order format & streamlined structure providing for easier reference; creation of guidelines for future policy development & on-going review & update.

Initiation Date

01/2004

Target Date

01/2007

Responsibility

Lt. Steve Yturralde & Lt.
Pat Conner

Year 1 – Measures of Success

2.3.5 Establish a process to measure the number of Spanish Calls for Service (CFS).

Strategy Definition

Establish a process to measure the number of calls for service related to Spanish-speaking citizens to identify future training needs for all police employees & current certified Spanish translators.

Measure of Success

A Computer Aided Dispatch (CAD) command will be implemented to begin tracking the number of calls for service related to Spanish-speaking individuals. Implementation of new procedure for Records, Property & Evidence, & the Station Officer to create a call for service for Spanish-speaking citizen contacts. Implementation of new process for the Crime Analysis Unit to retrieve CAD data & provide an analysis of the Monthly Spanish CFS.

Initiation Date

01/2005

Target Date

07/2005

Responsibility

Lt. Johnny Cervantes

2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.

Strategy Definition

This strategy is the design & facilitation of a process to track progress made toward strategic plan initiatives, to collect meaningful workload indicators, & to report on success.

Measure of Success

Creation of a process to report Plan progress; Creation & tracking of work-load indicators that support budget & staff decisions; Production of Annual Report that incorporates Strategic Plan.

Initiation Date

04/2004

Target Date

06/2005

Responsibility

Mgr. Will Davis

2.3.7 Assess the Police Department's current award & recognition system, & revise it if necessary.

Strategy Definition

To assess the Police Department's current award & recognition system, & if appropriate, make recommendations for improvement, & facilitate implementation.

Measure of Success

Completion of assessment & implementation of any recommended changes.

Initiation Date

04/2005

Target Date

04/2006

Responsibility

Lt. Ernie Anderson

Objective 3.1

Strengthen Intra-Governmental Relations

3.1.1 Increase Police Department integration in neighborhood revitalization process.

Strategy Definition

Increase the Police Department's role in Scottsdale's neighborhood revitalization process, obtain better feedback on successes/improvements, & re-emphasize to police personnel the City's commitment to revitalization as part of the Department's community policing philosophy.

Measure of Success

Documented patrol efforts in providing support & expanded efforts towards Code Enforcement of blight related violations. More direct involvement by Beat team personnel with neighborhood activities & PD participation with citizen efforts in neighborhood improvement projects.

**Initiation
Date**

10/2004

**Target
Date**

06/2005

Responsibility

Lt. Matt Roadifer

3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.

Strategy Definition

Enhance the methods for communicating PD education & information to Council & other City Department education in order to improve understanding of respective roles, needs, & functions allowing increased collaboration & feedback.

Measure of Success

The implementation of communication methods & increased attendance & participation in PD functions by Council/other City Departments. Decrease in publication in media of disagreements due to ongoing dialogue. Professional conversations between staff & Council. Free flow of information between all levels of staff & Council. Council/other employees knowing who we are & who to call regarding specific issues.

**Initiation
Date**

01/2005

**Target
Date**

07/2005

Responsibility

Lt. Marcy Miller &
Mgr. Steve Garrett

3.1.3 Establish shared initiatives with the new City Fire Department.

Strategy Definition

Establish a method for communication with the new City Fire Department in order to promote an understanding of respective roles, needs & functions allowing for coordination, collaboration & feedback.

Measure of Success

The implementation of communication on a professional level between Police Department staff & Fire Department staff encouraging a free flow of information regarding specific issues & shared initiatives.

**Initiation
Date**

04/2005

**Target
Date**

04/2006

Responsibility

Cmdr. Barry Vassall

Objective 3.2

Strengthen Internal & External Communications

3.2.1 Develop an effective communications process for Police Department operations.

Strategy Definition

Create the structure & flow of how information is disbursed & received during operations meetings, as well as design how the information will flow from these meetings to the rest of the Department.

Measure of Success

Standing meetings utilized to ensure consistency of information that impacts day-to-day operations. A greater understanding of department priorities by all employees regardless of rank. Employees will have the ability to voice their concerns & be an active participant in contributing useful suggestions up the chain of command.

Initiation Date

12/2003

Target Date

01/2005

Responsibility

Lt. Mike Anderson

3.2.2 Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.

Strategy Definition

Assess current methods of media communication both internally & externally related to the PD, & determine if further communication needs exist. Ensure both employees & citizens have the ability to communicate ideas & concerns to appropriate points of contact.

Measure of Success

Increased awareness & accessibility to desired or needed information by employees & our citizens. Internal awareness measured by employee survey. Communication plan developed.

Initiation Date

10/2004

Target Date

09/2005

Responsibility

Lt. Mike Anderson

Objective 3.3

Strengthen Community Relations

3.3.1 Develop a Scottsdale Police Department Museum to celebrate the history & culture of the Scottsdale Police Department.

Strategy Definition

Recognize & promote the culture & history of the Scottsdale Police Department by creating a museum with a corp of volunteers that utilizes static & interactive displays.

Measure of Success

A permanent police display supported by favorable citizen/police feedback & attendance records.

Initiation Date

10/2003

Target Date

08/2005

Responsibility

Lt. Marcy Miller

3.3.2 Expand the Explorer program & enhance leadership support of the program.

Strategy Definition

To increase awareness of the Explorer program & expand the role of the explorers as a department & community resource. The focus is on personal development of each explorer for a future career in law enforcement & community service.

Measure of Success

Completed assessment of current Explorer Program; Identification of program improvements; Implementation of program improvements; Assessment of program improvements.

Initiation Date

10/2003

Target Date

03/2005

Responsibility

Lt. Todd Muilenberg

3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.

Strategy Definition

Create a mechanism that members of the SPD can utilize to coordinate their efforts as a group or individually to donate their resources to charitable organizations while representing the Police Department.

Measure of Success

The members of the SPD will begin to donate resources to charitable organizations as a group & we will count the number of organizations affected, the number of employees who participate, the number of hours that are donated, & any other resources donated such as, money, food clothing, or labor.

Initiation Date

01/2004

Target Date

01/2005

Responsibility

Lt. Tony Markos

3.3.4 Create & maintain community outreach programs with targeted populations.

Strategy Definition

Develop & maintain citywide community outreach programs with targeted populations based on community support, input & respect. This will be achieved by gathering data & identifying best practices & by designing a methodology to incorporate the best practices.

Measure of Success

Develop & use a process of constituting outreach programs to targeted populations that are meaningful & useful to both the community & the police. Conduct an annual survey to measure successes.

Initiation Date

10/2004

Target Date

09/2005

Responsibility

Lt. Johnny Cervantes

Objective 4.1

Promote Prevention, Mitigation & Security Initiatives

4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.

Strategy Definition

Develop Standards for employee training, security guards, lighting, access control, alarm systems, CCTV, barriers, & other devices that can be used in all City facilities as needed.

Measure of Success

Security enhancements are implemented on a planned basis, with consistent components based on priority established by evaluation using constructed standards. The plans have been phased over time & are dependent upon available funding.

Initiation Date

10/2003

Target Date

09/2005

Responsibility

Dir. Marc Eisen &
Coord. Dan Porter

Objective 4.2

Strengthen Readiness & Recovery Protocols

4.2.1 Test emergency / recovery protocols & develop City-wide business recovery plans.

Strategy Definition

Implement a system to develop exercises of various scopes in partnership with the City's E.S.A.P. team, beginning with an emergency notification/command & control exercise in November 2003. Develop emergency business recovery plans for every City Department, planning how each Department would resume business after the closure/reduction of service after a catastrophic event.

Measure of Success

Recurring emergency exercises of various scopes that will involve Police, Fire, & other City Departments. Each Department will have a system in place to resume services after an interruption.

Initiation Date

10/2003

Target Date

09/2005

Responsibility

Dir. Marc Eisen &
Lt. Pat Conner

4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain this program.

Strategy Definition

This strategy will facilitate the development of a "regional" approach to Personal Protective Equipment (PPE) in WMD environments. This includes the identification of equipment, required training to implement, maintenance & inspection criteria, & ongoing WMD training & adoption of standard SOP's to facilitate up to date awareness levels by all police officers in Hazardous material environments.

Measure of Success

Establishment of program administration; Identification & purchase of equipment; Identification of training needs; Delivery of initial & on-going training; Revision of Standard Operating Procedures; Identification & implementation of grant administration; Recognition & institutionalization of Federal & State operational mandates.

Initiation Date

04/2003

Target Date

12/2005

Responsibility

Lt. Matt Roadifer

Objective 5.1

Advance Integration Capabilities

5.1.1 Implement a new integrated suite of police applications to include Records Management System (RMS), Computer Aided Dispatch (CAD), Jail Management, Field Reporting & Message Switch.

Strategy Definition

To implement a new integrated suite of Police Applications to include a Record Management System, Computer Aided Dispatch, Jail Management, Field Reporting & a new Message Switch. Includes RFP development, solicitation, procurement, negotiation, project management, installation, configuration, training, & maintenance.

Measure of Success

A signed vendor contract. Hardware ordered. An agreed upon Project Schedule. An agreed upon Project Plan. An agreed upon Training Plan. Facilities ready to receive new hardware.

**Initiation
Date**

07/2003

**Target
Date**

03/2006

Responsibility

Dir. Joe Hindman

5.1.2 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.

Strategy Definition

This strategy will provide an electronic data feed of arrest information from the current & future RMS & eventually through the Green Box for all prisoners who are transported & booked into MCSO.

Measure of Success

Direct Entry into MCSO Pre-booking system from District 1 & District 2 Jails. Data feed developed from RMS to populate MCSO Pre-booking System. Integrated Greenbox project to receive data from current & future RMS & transmit to MCSO where applicable.

**Initiation
Date**

01/2005

**Target
Date**

06/2005

Responsibility

Dir. Joe Hindman

Objective 5.2

Advance Communications Technology

5.2.1 Identify alternative mobile devices for data communications.

Strategy Definition

To provide PD mobile divisions (Motors, Bikes, Special Assignments) handheld mobile digital terminals for operational Patrol usage, which includes receiving Calls for Service & performing criminal justice information requests. These requests are all presently handled via Radio/Voice only, thus increasing the workload & demand on a busy Dispatch center while increasing the closure time for Calls for Service for these divisions. Providing handheld data terminals will make divisions more autonomous, increase their work output, & free up our call center to handle emergency service calls from citizens.

Measure of Success

Completion of research, testing, purchase & installation of both hardware & software components of a fully integrated handheld mobile connectivity solution, which includes the handheld PDA, wireless connectivity via an internal radio, service contract & support, batteries, desktop adapters, carrying cases, mounting kits, power cables, & software.

Initiation Date

04/2005

Target Date

06/2006

Responsibility

Dir. Joe Hindman

5.2.2 Conduct refresher radio training for all employees who use radios.

Strategy Definition

This Strategy is designed to ensure that users of the City's radio system have an adequate understanding of radio operations including backup communications in the case of a primary radio system failure.

Measure of Success

End user ability to identify & correct some minor radio issues, & recognize a radio/radio system failure & the steps needed to overcome the failure. End user understanding of the benefits of using the correct radio accessories, & utilizing preventive maintenance to keep radios operating at the highest level possible. A reduction in reported issues that are attributed to user error or training.

Initiation Date

10/2003

Target Date

04/2005

Responsibility

Mgr. Tom Melton

Objective 5.3

Advance Technology Support & Infrastructure

5.3.1 Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.

Strategy Definition

Create a Process for the annual review & update of the Technology Plan. This plan will be aligned with the Department's Strategic Plan & will take into consideration operational needs of the Department. This will include conducting surveys for each division to determine technology needs in advance of annual budget planning. This annual review will drive all technology needs for budget requests of the required hardware/software & personnel resources for the annual budget cycle.

Measure of Success

Technology requests are submitted & reviewed by TSD staff; requests are integrated into the Police budget process; requests lead to sufficient technology resources to support "must have" strategic plan initiatives; requests lead to acquisition of new technologies/systems that serve as a valuable force multiplier for the Department.

Initiation Date

10/2003

Target Date

09/2004*

Responsibility

Dir. Joe Hindman

*Strategy completed at time of publication.

5.3.2 Ensure back-up of all mission-critical job functions.

Strategy Definition

To ensure that every mission critical Police Department application has more than one employee trained to maintain the application. The employees are to be a combination of Police Technology Services Division staff & City Information Systems staff.

Measure of Success

Each mission critical police application has more than one TSD &/or IS staff member trained to maintain the application. (This is an on-going Strategy as the Department adds &/or changes applications).

Initiation Date

04/2004

Target Date

06/2006

Responsibility

Dir. Joe Hindman

5.3.3 Implement a five-year cyclic plan for the replacement of existing crime lab equipment & instrumentation.

Strategy Definition

Identify crime laboratory instrument & equipment life cycles & implement an equipment replacement program to maintain modern & reliable equipment within the crime laboratory.

Measure of Success

Identify the life cycles of the current laboratory equipment, develop a list of equipment to be replaced during that five year plan, develop a budget cost to implement that plan & then have the plan funded.

Initiation Date

10/2004

Target Date

06/2005

Responsibility

Mgr. Steve Garrett

Year 1 – Measures of Success

5.3.4 Improve Department web capabilities.

Strategy Definition

Identify & prioritize improvements to the SPD web pages & obtain the resources necessary to implement the changes.

Measure of Success

Formation & meeting of new Web Committee. Development & implementation of recommendations. On-going meetings & improvement to Web.

Initiation Date

08/2003

Target Date

06/2005

Responsibility

Dir. Joe Hindman

Objective 6.1

Develop New Facilities

6.1.1 Identify, plan & implement a facility for the Downtown District.

Strategy Definition

Identify necessary size & capability of a facility for downtown district resources. This will include an assessment of future growth & necessary deployment of resources.

Measure of Success

Identification of facility. Approval for Downtown District occupancy. Completion of planning for renovation needs. Completion of design of tenant improvements. Completion of tenant improvements. Completion of move-in.

Initiation Date

07/2004

Target Date

07/2006

Responsibility

Lt. Tom Henny

6.1.2 Plan, design & construct District 1 facility.

Strategy Definition

To build facilities to house the District One Patrol Function.

Measure of Success

Finalized building site. Completed planning phase. Completed design phase. Completed construction phase. Facility operational.

Initiation Date

07/2004

Target Date

06/2007

Responsibility

Dir. Marc Eisen

Year 1 – Measures of Success

6.1.3 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.

Strategy Definition

To build facilities to house the Crime Laboratory as well as consolidate the Property & Evidence function.

Measure of Success

Finalized building site. Completed planning phase. Completed design phase. Completed construction phase. Facility operational.

Initiation Date

10/2003

Target Date

06/2007

Responsibility

Dir. Marc Eisen

6.1.4 Plan, design & construct a Police & Fire Headquarters facility.

Strategy Definition

Identify necessary size & capability of a facility to house police & fire headquarters personnel.

Measure of Success

Identification of potential facility. Completion of feasibility study to determine if functions can be co-located. Receipt of permission to acquire. Completion of planning. Completion of design of tenant improvements. Completion of construction. Facility operational.

Initiation Date

07/2004

Target Date

06/2007

Responsibility

Dir. Marc Eisen

6.1.5 Plan, design & construct the expanded Police & Fire Training facility.

Strategy Definition

To expand & enhance current facilities for Police & Fire training needs.

Measure of Success

Approval from Tempe design review board. Completed design phase. Completed construction phase. Facility operational.

Initiation Date

07/2004

Target Date

06/2007

Responsibility

Dir. Marc Eisen

6.1.6 Replace Mounted Unit facility.

Strategy Definition

Replace existing facility, which can no longer be adequately repaired or maintained, with a more modern facility sized to meet current & anticipated growth. The replacement facility will include office space for personnel & storage capability for feed & supplies.

Measure of Success

Success is determined by the implementation & completion of three project phases, which include planning, design, & construction. The final success will be realized when a fully functional mounted facility will adequately support 10 mounts, associated personnel & supplies. All without repeated repairs & "make do" methods for office space & storage of consumables.

Initiation Date

07/2004

Target Date

07/2005

Responsibility

Lt. Scott Popp

Objective 6.2

Reallocate & Enhance Existing Facilities

6.2.1 Implement Homeland Security improvement projects for the Police Department & City.

Strategy Definition

To enhance security in City facilities through the use of access control, lighting, barriers, & other physical additions to existing facilities.

Measure of Success

Each facility's new security enhancements become operational.

Initiation Date

07/2004

Target Date

01/2006

Responsibility

Dir. Marc Eisen

6.2.2 Expand District 3 covered parking & locker facilities.

Strategy Definition

Provide additional locker space & parking structures at District 3 facility.

Measure of Success

Additional lockers & parking shade structures are in place.

Initiation Date

01/2004

Target Date

07/2005

Responsibility

Dir. Marc Eisen

Objective 6.3

Enhance Facility Support & Administration

No Strategies scheduled to begin FY2004/05.

5-Year Overview

Scottsdale Police Department Strategies	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09
Strategic Direction 1 - Reduced Crime					
1.1 Enhance Crime Prevention Initiatives					
1.1.1 Develop & implement a juvenile delinquency prevention initiative for school-aged children.	√				
1.1.2 Review & revise Crime Analysis Unit products.	√				
1.1.3 Evaluate & enhance the current Crime Trends process.	√				
1.1.4 Review & enhance the Crime Prevention Officer role & function.	√				
1.1.5 Resurrect the "Lock 'Em Out" security improvement program.		√			
1.2 Enhance Enforcement Initiatives					
1.2.1 Develop a downtown policing plan.	√				
1.2.2 Establish an additional Traffic Squad to address community needs	√				
1.2.3 Develop a Computer Crimes Investigation Unit.	√				
1.2.4 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.		√			
1.2.5 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.		√			
1.2.6 Provide Public Safety service to urban Parks & Preserve.		√			
1.2.7 Establish a Bike Unit in District 2 using Officers on Squads on a rotating basis.			√		
1.2.8 Establish an Air-Support Unit.			√		
1.2.9 Enhance law enforcement capabilities dedicated to the airport.			√		
1.2.10 Increase community traffic safety by adding a D3 Traffic Squad & 2 commercial vehicle inspectors.				√	
1.2.11 Implement an effective warrant process.				√	
1.2.12 Establish a youth services section to centralize youth intervention & enforcement efforts.				√	
1.2.13 Establish a Bike Unit in District 3 using Officers on Squads on a rotating basis.					√
1.2.14 Expand tactical response & warrant service capabilities.					√
Strategic Direction 2 – Organizational Excellence					
2.1 Develop Exemplary Leadership					
2.1.1 Include Dept Strategic Action Plan goals & assignments as a component of performance evaluations.	√				
2.1.2 Assess the feasibility of using 360 interview information for promotion.	√				
2.1.3 Develop a program to address leadership training needs.	√				
2.1.4 Train management to provide career counseling to employees.	√				
2.1.5 Provide early intervention behavior identification training to management.		√			
2.1.6 Develop an Executive Development Program for middle level management.		√			
2.1.7 Evaluate & enhance diversity & cultural awareness training programs for management.		√			
2.2 Develop Employees					
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	√				
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√				
2.2.3 Assess & enhance the Department's Transitional Duty Officer program & process.	√				
2.2.4 Evaluate & update the Department's hiring practices.	√				
2.2.5 Evaluate & improve Department's training technology for employee development.	√				
2.2.6 Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.	√				
2.2.7 Reduce employee turnover.	√				
2.2.8 Identify training needs for all employees that would assist in employee growth.	√				

Scottsdale Police Department Strategies	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09
2.2 Develop Employees (continued)					
2.2.9 Evaluate & enhance the Master Police Officer (MPO) Program.	√				
2.2.10 Develop a Spanish language Public Information Officer (PIO) Program.	√				
2.2.11 Evaluate & enhance the Spanish Translator Program.	√				
2.2.12 Determine the need for creating a civilian training manager position.		√			
2.2.13 Determine the need for increasing full-time training staff for sworn personnel.		√			
2.2.14 Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.		√			
2.2.15 Determine need for sworn training squad to do actual training. Determine need for a "backfill" squad to replace the squad who is receiving training.		√			
2.2.16 Evaluate & enhance diversity & cultural awareness training programs for line employees.		√			
2.2.17 Complete study of special assignment rotation policy for Supervisors.				√	
2.3 Develop the Organization					
2.3.1 Determine the support personnel needs within the Department & develop a three-year plan to achieve those needs.	√				
2.3.2 Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.	√				
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	√				
2.3.4 Conduct a department-wide General Order assessment & system redesign.	√				
2.3.5 Establish a process to measure the number of Spanish calls for service.	√				
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	√				
2.3.7 Assess the Police Department's current award & recognition system, & revise it if necessary.	√				
2.3.8 Strengthen the volunteer program by acquisition of full-time Volunteer Program & Explorer Program Manager.		√			
2.3.9 Establish a grant-writer position to seek grants & donations.		√			
2.3.10 Establish a department-wide project tracking & analysis process.		√			
2.3.11 Evaluate & enhance the Internal Affairs process.		√			
2.3.12 Develop/improve 911/Communications protocol.		√			
2.3.13 Establish funding for pipeline positions (stairstep).		√			
2.3.14 Staff each District & Division with secretarial support.			√		
2.3.15 Create an Internal Audit Unit.				√	
Strategic Direction 3 – Strengthened Relationships					
3.1 Strengthen Intra-Governmental Relations					
3.1.1 Increase Police Department integration in neighborhood revitalization process.	√				
3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.	√				
3.1.3 Establish shared initiatives with the new City Fire Department.	√				
3.1.4 Collaborate with other City Departments to create shared vision & mission.		√			
3.1.5 Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.			√		
3.2 Strengthen Internal & External Communications					
3.2.1 Develop an effective communications process for Police Department operations.	√				
3.2.2 Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.	√				
3.2.3 Develop a marketing campaign targeting the Hispanic community.		√			

Scottsdale Police Department Strategies	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09
3.3 Strengthen Community Relations					
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	√				
3.3.2 Expand the Explorer program & enhance leadership support of the program.	√				
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	√				
3.3.4 Create & maintain community outreach programs with targeted populations.	√				
Strategic Direction 4 – Strengthened Homeland Defense					
4.1 Promote Prevention, Mitigation, & Security Initiatives					
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	√				
4.2 Strengthen Readiness & Recovery Protocols					
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	√				
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	√				
4.2.3 Enhance ability to respond to weapons of mass destruction events (Explosive Ordinance Device Unit).		√			
4.2.4 Develop a mobile command center as the platform for incident control.		√			
Strategic Direction 5 – Advanced Technology Solutions					
5.1 Advance Integration Capabilities					
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√				
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√				
5.1.3 Improve automated information sharing with other Criminal Justice agencies.		√			
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.		√			
5.2 Advance Communications Technology					
5.2.1 Identify alternative mobile devices for data communications.	√				
5.2.2 Conduct refresher radio training for all employees who use radios.	√				
5.2.3 Acquire new radio system.		√			
5.2.4 Conduct radio-engineering study.		√			
5.2.5 Develop a plan to increase radio frequencies when 700 Mhz is made available by the FCC.		√			
5.2.6 Implement radio-engineering study results.		√			
5.3 Advance Technology Support & Infrastructure					
5.3.1 Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.	√				
5.3.2 Ensure back up of all mission-critical job functions.	√				
5.3.3 Implement a five-year cyclic plan for replacement of existing crime lab equipment & instrumentation.	√				
5.3.4 Improve Department web capabilities.	√				
5.3.5 Assess technology staff resources as driven by project needs.		√			

Scottsdale Police Department Strategies	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09
Strategic Direction 6 – Enhanced Facilities					
6.1 Develop New Facilities					
6.1.1 Identify, plan & implement a facility for the Downtown District.	√				
6.1.2 Plan, design & construct District 1 facility.	√				
6.1.3 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√				
6.1.4 Plan, design & construct a Police & Fire Headquarters facility.	√				
6.1.5 Plan, design & construct the expanded Police & Fire Training facility.	√				
6.1.6 Replace Mounted Unit facility.	√				
6.1.7 Plan, design & construct the District 4 facility.		√			
6.2 Reallocate & Enhance Existing Facilities					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√				
6.2.2 Expand District 3 covered parking & locker facilities.	√				
6.2.3 Consolidate jail facilities.				√	
6.2.4 Remodel District 2 Communications Center & Basement floor.		√			
6.2.5 Vacate & relocate Police personnel from the Himovitz building.				√	
6.3 Enhance Facility Support & Administration					
6.3.2 Hire Police Facility Manager for construction & maintenance coordination.		√			

Year 1 Overview by Quarter

FY 2004/05

Scottsdale Police Department Strategies	FY 04/05	Q1	Q2	Q3	Q4
Strategic Direction 1 - Reduced Crime					
1.1 Enhance Crime Prevention Initiatives					
1.1.1 Develop & implement a juvenile delinquency prevention initiative for school-aged children.	√	√			
1.1.2 Review & revise Crime Analysis Unit products.	√	√			
1.1.3 Evaluate & enhance the current Crime Trends process.	√			√	
1.1.4 Review & enhance the Crime Prevention Officer role & function.	√				√
1.2 Enhance Enforcement Initiatives					
1.2.1 Develop a downtown policing plan.	√		√		
1.2.2 Establish an additional Traffic Squad to address community needs	√			√	
1.2.3 Develop a Computer Crimes Investigation Unit.	√				√
Strategic Direction 2 – Organizational Excellence					
2.1 Develop Exemplary Leadership					
2.1.1 Include Dept Strategic Action Plan goals & assignments as a component of performance evaluations.	√		√		
2.1.2 Assess the feasibility of using 360 interview information for promotion.	√		√		
2.1.3 Develop a program to address leadership training needs.	√	√			
2.1.4 Train management to provide career counseling to employees.	√				√
2.2 Develop Employees					
2.2.1 Identify & maintain "professional development" classes & workshops to define a career "roadmap" for line personnel.	√	√			
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√	√			
2.2.3 Assess & enhance the Department's Transitional Duty Officer program & process.	√		√		
2.2.4 Evaluate & update the Department's hiring practices.	√		√		
2.2.5 Evaluate & improve Department's training technology for employee development.	√		√		
2.2.6 Conduct a complete review & assessment of the current promotional process for the ranks of Sergeant & Lieutenant.	√			√	
2.2.7 Reduce employee turnover.	√			√	
2.2.8 Identify training needs for all employees that would assist in employee growth.	√				√
2.2.9 Evaluate & enhance the Master Police Officer (MPO) Program.	√				√
2.2.10 Develop a Spanish language Public Information Officer (PIO) Program.	√				√
2.2.11 Evaluate & enhance the Spanish Translator Program.	√				√
2.3 Develop the Organization					
2.3.1 Determine the support personnel needs within the Department & develop a three-year plan to achieve those needs.	√	√			
2.3.2 Recommend & implement best practices in recruitment of Spanish-speaking police employee candidates.	√	√			
2.3.3 Develop sworn & civilian staffing allocation model to address span of control & workload issues.	√	√			
2.3.4 Conduct a department-wide General Order assessment & system redesign.	√	√			
2.3.5 Establish a process to measure the number of Spanish calls for service.	√			√	
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	√	√			
2.3.7 Assess the Police Department's current award & recognition system, & revise it if necessary.	√				√

Year 1 Overview by Quarter

Scottsdale Police Department Strategies	FY 04/05	Q1	Q2	Q3	Q4
Strategic Direction 3 – Strengthened Relationships					
3.1 Strengthen Intra-Governmental Relations					
3.1.1 Increase Police Department integration in neighborhood revitalization process.	√		√		
3.1.2 Develop a process for educating employees about the process of other City Departments & City Council.	√			√	
3.1.3 Establish shared initiatives with the new City Fire Department.	√				√
3.2 Strengthen Internal & External Communications					
3.2.1 Develop an effective communications process for Police Department operations.	√	√			
3.2.2 Create a multi-media communication plan that delivers significant & timely information, with mechanism for feedback.	√		√		
3.3 Strengthen Community Relations					
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	√	√			
3.3.2 Expand the Explorer program & enhance leadership support of the program.	√	√			
3.3.3 Create a mechanism by which members of the Scottsdale Police Department can donate resources to charitable organizations.	√	√			
3.3.4 Create & maintain community outreach programs with targeted populations.	√		√		
Strategic Direction 4 – Strengthened Homeland Defense					
4.1 Promote Prevention, Mitigation, & Security Initiatives					
4.1.1 Develop policies, protocols & equipment standards to implement security improvements to City facilities.	√	√			
4.2 Strengthen Readiness & Recovery Protocols					
4.2.1 Test emergency/recovery protocols & develop Citywide business recovery plans.	√	√			
4.2.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	√	√			
Strategic Direction 5 – Advanced Technology Solutions					
5.1 Advance Integration Capabilities					
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√	√			
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√			√	
5.2 Advance Communications Technology					
5.2.1 Identify alternative mobile devices for data communications.	√				√
5.2.2 Conduct refresher radio training for all employees who use radios.	√	√			
5.3 Advance Technology Support & Infrastructure					
5.3.1 Establish a process for the annual review of strategic & operational technology initiatives as part of the budget process.	√	√			
5.3.2 Ensure back up of all mission-critical job functions.	√	√			
5.3.3 Implement a five-year cyclic plan for replacement of existing crime lab equipment & instrumentation.	√		√		
5.3.4 Improve Department web capabilities.	√	√			

Year 1 Overview by Quarter

Scottsdale Police Department Strategies	FY 04/05	Q1	Q2	Q3	Q4
Strategic Direction 6 – Enhanced Facilities					
6.1 Develop New Facilities					
6.1.1 Identify, plan & implement a facility for the Downtown District.	√	√			
6.1.2 Plan, design & construct District 1 facility.	√	√			
6.1.3 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√	√			
6.1.4 Plan, design & construct a Police & Fire Headquarters facility.	√	√			
6.1.5 Plan, design & construct the expanded Police & Fire Training facility.	√	√			
6.1.6 Replace Mounted Unit facility.	√	√			
6.2 Reallocate & Enhance Existing Facilities					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√	√			
6.2.2 Expand District 3 covered parking & locker facilities.	√	√			

Acknowledgments

The Department would like to express thanks to the following individuals who provided input into the development of the 2004/05-2008/09 Strategic Plan. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include those involved with updating the Plan.

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This document is also available in PDF format on our website at www.scottsdaleaz.gov. Printed copies can be obtained by contacting our Planning, Research & Accreditation Division. Comments are welcome and can be submitted to:

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